

**QUESTIONS FOR APPOINTEES TO THE LAKE SUPERIOR STATE UNIVERSITY  
BOARD OF TRUSTEES**

Toffolo

1. What goals would you like to achieve during your time on the board?
2. In your discussions with the governor's office prior to your appointment, what was the general charge given to you?
3. Over the last 15 or 20 years it seems that all state universities have been expanding programs to try to offer everything to everyone. Do you think this is a good idea?
4. There is a proposal to separate funding of the State's three largest universities from the other twelve universities. Should the University of Michigan, Michigan State University, and Wayne State University be funded separately?
5. Under what circumstances would you vote to increase tuition at your school?
6. Do you think your university has done a good job of controlling costs? Where would you find additional cost savings?
7. What type of outcomes should the university measure to determine if it is being successful? (i.e. graduation rates, how long it took to graduate, job placement in the graduates major, etc.) Does your university currently do anything like this?
8. What is your position on the importance of state universities as authorizers of charter public schools?
9. What is your opinion of the new constitutional amendment banning the use of race and gender preferences in public university admissions? How will you ensure that the amendment is implemented at your university?
10. In which areas of technological research does your university specialize? How effective is your school at commercializing this research to help grow the state's economy?
11. Do you see postsecondary education as mainly a conduit to the work world or is there intrinsic value to pursuing a higher education?
12. Do you think that K-12 institutions are doing a good job of preparing students for college? Why?

Gary Toffolo  
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My answers to the 12 "Policy Questions"

1. Raise enrollment. Improve the morale of the faculty and staff. Develop on-line course programs.
2. To try to keep tuition down in order to make higher education more accessible to more Michigan citizens of all ages. And at the same time, to maintain the quality of our programs.
3. No. Expanding the number of programs in an effort to meet the wishes of all prospective students isn't possible in the first place, and it would drain resources from existing programs. Universities -- esp. the smaller ones such as LSSU -- should identify their strengths and concentrate on improving those programs.
4. I'm not well enough informed on this issue to comment at this time. I would first need to know the rationale behind this proposal and how it would impact -- if enacted -- the other 2 and 4 year institutions in the state.
5. As a last resort. Raising tuition to increase revenue can be a self-defeating tactic because it may discourage prospective students from applying to the University. The accessibility issue is involved here also.
6. I believe that the University has made serious efforts to control costs. I know that a number of staff and faculty positions have been eliminated. Also, during the last contract negotiations with the faculty union, the faculty accepted only a 1 and 1/2 percent raise and also accepted an increase their insurance co-pay. As far as finding additional savings, I must say that if I'm confirmed, I intend to see if there are other areas where savings may be found.
7. The University is currently engaged in an institutional assessment and analysis to better serve our students. A VP for Enrollment Management has been hired to look into all phases of our student services; for example, course and program offerings, financial aid, and esp. retention. Various reports have been prepared for internal use as well as meeting reporting requirements to government agencies, such as the Higher Learning Commission in 2004. So LSSU is utilizing all the various measuring devices to track the success of our students after graduation in order to insure that we will continue to provide the best educational opportunity for our future graduates.
8. Since the controversy on charter schools seems to over and that they are clearly here to stay, the issue -- as it seems to me -- is quality. Are they being run well? Are they providing a quality education for our K-12 students? So, in order to answer those types of questions, what is needed is informed oversight of our charter schools. I believe that this can be best achieved by utilizing the experienced talent in our university departments of education and related disciplines.
9. The new constitutional amendment is the law and simply must be obeyed. The way to ensure that the amendment is followed is to make it clear to the administration of the University that it is their duty to see that it is followed.
10. The Engineering and Technology Dept. received a grant from the Strategic Economic and Commercialization (SEIC) Board for \$350,000 to create an LSSU Prototype Development Center to assist business development in northern Michigan. Many of the senior projects in engineering and technology are underwritten by corporations and deal with design problems. The solutions have commercial value to the sponsoring companies. Students in the sciences, particularly in chemistry and geology, are engaged in senior research projects, some of which have commercial applications or are of value to governmental agencies.
11. Ideally, postsecondary education should prepare Michigan students for both the work world and enrich their non-professional lives. They need good jobs, of course, to live well, but living well isn't just a question of being able to afford a comfortable life style. I believe that a university education should also produce good citizens who can also improve the non-economic quality of their lives and that of the community.
12. On the whole, I would say Yes. It seemed to me that while I was still teaching, there was a steady improvement in the reading and writing skills of most of my students. I credit this to the emphasis that has been placed on basic skills in recent years.